

ANNEXURE A

Annual Performance Report

Summary of objectives of the 2009/2010 IDP and SDBIP:

KPA	Development Issue	IDP Development Goal/Objectives
KPA 1: Basic service delivery and infrastructure investment	<i>Water and Sanitation</i>	To support local municipalities to reach the national targets related to water and sanitation in the IDP of LM's
		To provide water and sanitation to the DMA area
		To provide water and sanitation to schools as well as clinics
		To develop comprehensive infrastructure plan for the district
		To provide free basic services to indigents in DMA
		To provide services in Hotazel
		Operationalisation of an Operational and Maintenance Unit
		To verify backlogs in the whole district
	<i>Electricity</i>	To develop the electricity sector plan for the district, with specific reference to an electricity saving plan.
	<i>Roads and Transport</i>	To support local municipalities to reach the national targets related to roads in the IDP of LMs
		To improve the provision of sufficient and increasing availability of public transport facilities
		To perform the roads agency function per agreements with the Provincial Department of Transport
		To maintain the streets in the DMA
		To facilitate the rehabilitation of asbestos roads
	<i>Housing</i>	To obtain housing accreditation
		To provided houses to the community of the DMA
		To support LMs to provided house to communities
	<i>Environmental</i>	Facilitation of the reduction of asbestos pollution

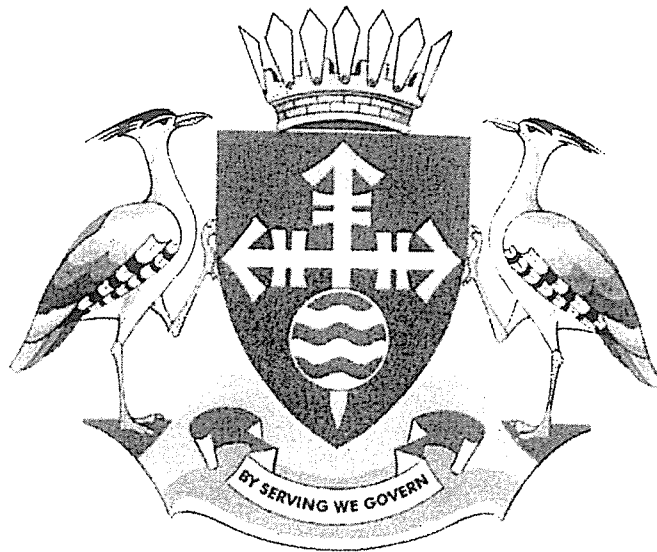
KPA	Development Issue	IDP Development Goal/Objectives
	& Municipal Health	levels and reduction of areas affected by asbestos pollution
		Promoting compliance to environmental legislation and bylaws
		Effective provision of municipal environmental health services as determined by the NHA to the total district by 2012
		To conduct effective air quality management in the district (implement Phase I of the Section 78 assessment)
		Monitor air quality in the DMA and develop approaches to reduce contributors to climate change
		To perform wellness programmes
	Disaster Management	To provide for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disaster.
	HIV/AIDS	To contribute towards the reduction in the prevalence of HIV/AIDS in the DMA area
		Ensure functionality of the HIV/Aids Council
KPA 2: Local Economic Development	Local Economic Development	Implementation of the revised LED Strategy
		To improve institutional capacity for LED
		To create an enabling environment for LED in the district
		To facilitate the implementation of the Resolutions of the DGDS. <ul style="list-style-type: none"> - Agriculture - Tourism - Mining

KPA	Development Issue	IDP Development Goal/Objectives
		<ul style="list-style-type: none"> - Manufacturing - SMME Development - Infrastructure
		To facilitate the creation of jobs / employment opportunities in the district
		Establishment of an employment database
	Land Development	To facilitate the redistribute of 30% of productive agricultural land to HDIs by 2015
		To ensure the optimal use of land
KPA 3: Municipal Financial viability and management	Sustainable Developmental Orientated Municipalities	To perform proper internal auditing of all 4 municipalities annually
		To verify evidence files of Sec. 57 Managers
		To compile the annual budget according to the MFMA and relevant legislation
		To ensure full implementation of the Property Rates Act
		To improve the financial system to accommodate the reporting requirements of government
		To measure financial viability as expressed in the relevant ratios prescribed in the Planning and Performance Management Regulations, 2001
		To closely monitor the diminishing cash reserves with the aim to maintain a continuous positive cash flow for the district
		To re-value municipal assets
KPA 4: Municipal	Sustainable Developmental	To attract and retain staff
		To review & implement the Employment Equity Plan

KPA	Development Issue	IDP Development Goal/Objectives
Transformation and Institutional Development	<i>Orientated Municipalities (Cont)</i>	To train and develop employees and councilors
		To maintain sound labour relations
		Promote a safe and secured work environment
KPA 5: Good governance and community participation	<i>Sustainable Developmental Orientated Municipalities (Cont.)</i>	To ensure effective integrated development planning and performance management in the municipality
		To perform risk management assessment in the district and 3x LM's
		Review and implementation of the Communication Strategy
		Promotion of internal and external communication
		To ensure effective publicity, marketing and branding of the Municipality
		To ensure and promote the participation of ward committee in enhancing LG
		To improve and maintain the network and ICT systems
		To co-ordinate and support the implementation of the ISRDP
		To review and promulgate by-laws
		To provide and maintain effective administrative systems
		To manage the implementation of transversal programmes in the district
		Ensure the effective utilisation of Community Development Workers
		To provide support for the establishment of a community radio station

KPA	Development Issue	IDP Development Goal/Objectives
		Provide support to traditional leaders

KGALAGADI DISTRICT MUNICIPALITY



PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK 2005/06

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Introduction

The purpose of this document is to respond to the requirements of Chapter 6 **section 38(a) of the Municipal Systems Act, 2000**, which requires a municipality to establish a *performance management system* that is:

1. Commensurate with its resources;
2. Best suited to its circumstances; and
3. In line with the priorities, indicators and targets contained in its integrated development plan.

The municipality is also required by the Act to:

4. Promote a culture of performance management among its political structures, political office bearers and councillors and in its administration; and
5. Administer its affairs in an economical, effective, efficient and accountable manner.

The Municipal Planning and Performance Management Regulations, 2001, further instructs a municipality to ensure that its performance management system:

- Complies with the requirements of the Act.
- Demonstrates how the system will operate and be managed from the planning stage up to the stages of performance and reporting.
- Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system.
- Determines the frequency of reporting and the lines of accountability for performance.
- Relates to the municipality's employee performance management processes.
- Provides for the procedure by which the system is linked to the municipality's integrated development planning processes.
- Is adopted by the municipality before or at the same time as the commencement of the process of setting key performance indicators and targets in accordance with its integrated development plan.

The implementation of a performance management system framework should allow the municipality to collect, process, organise, analyse, audit, reflect and report on performance information. It should also allow the municipality to take practical steps to improve its performance, on the basis of information so obtained.

MANAGEMENT AND OPERATION OF THE SYSTEM	<p>The Executive Mayor is responsible for the development and management of the performance management system, but may assign the management responsibility for the system to the Municipal Manager in terms of section 39 of the Municipal Systems Act, 2000.</p>
Planning	<p>During the planning phase of the IDP, either at the beginning of the term of council or during the IDP annual review, the municipal council will, as prescribed in its IDP process plan, adopt:</p> <ol style="list-style-type: none"> 6. The PMS framework. 7. The municipal corporate strategy, which outlines IDP priorities, objectives, corporate key performance indicators and corporate performance targets. 8. Service Delivery and Budget Implementation Plan (SDBIP) evolves from the Municipal Corporate Strategy. The SDBIP must indicate: <ul style="list-style-type: none"> - Projections (for each month) of <ul style="list-style-type: none"> o revenue to be collected by source and o operational and capital expenditure by vote - Service delivery targets and performance indicators for each quarter and - Any other matter that may be prescribed
Community Participation	<p>The municipality must involve the community in the development of the performance management system, setting of KPIs and performance targets in accordance with section 9 and 15 of the Local Government: Municipal Planning and Performance Management Regulations, 2001.</p>
Operation	<p>The Operation of the system occurs during implementation of the Service Delivery and Budget Implementation Plan, when programmes are implemented and budgets expended. Performance is then measured against key performance indicators and performance targets set for departments in the SDBIP. These will indicate how the municipality progressively achieves its corporate targets.</p>
Measurement KPI and Targets	<p>Measurement is done through the use of indicators. An indicator is a measure with a qualitative or quantitative value that provides a picture of the current state of affairs and milestones towards the achievement of agreed to outputs and outcomes. Measurement indicates the extent to which municipalities' activities and processes produced outputs in accordance with the identified output indicators. It measures the total improvement or impact (outcome) brought about by outputs in accordance with outcome indicators.</p>
General Key Performance Indicators	<p>Municipalities are also expected to respond to the 7 National General Key Performance Indicators as prescribed by the Local Government: Municipal Planning and Performance Management Regulations, 2001 by integrating them in their IDP objectives.</p> <p>In order to determine the overall outcome of municipal performance, an annual community satisfaction survey should be conducted and its results be used to measure community satisfaction, inform the municipality's performance and to also constantly inform the annual planning process.</p>
Monitoring	<p>Monitoring is a continuous process of measuring, assessing, analysing and evaluating the performance of the organisation with regard to the SDBIP and corporate KPIs and targets. Mechanisms, systems and processes for monitoring should provide for reporting at least once a quarter to the municipal council. It should enable detection of early indicators of underperformance and provide for corrective measures to be taken.</p>

Auditing	<p>The Municipal Planning and Performance Management Regulations, 2001, requires municipalities to develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its auditing processes. This is meant to ensure that performance information collected by the municipality is verifiable, reliable and correct.</p>
Performance Auditing	<p>The Regulations and the MFMA provides for the establishment of an internal audit function. Internal auditing must include assessment of the following:</p> <ul style="list-style-type: none"> • The functionality of the municipality's performance management system. • Whether the performance management system complies with the relevant provisions of the Municipal Systems Act, 2000. • The extent to which the municipality's performance measurements are reliable in measuring performance. • On a continuous basis, audit the performance measurements of the municipality. • Submit quarterly reports on their audits to the municipal manager and the Audit Committee.
Internal audit	<p>Additional functions of the Internal Auditor relating to other systems of the municipality are outlined in the Municipal Finance Management Act.</p>
Audit Committee	<p>The municipality will use the Audit Committee established in terms of the MFMA to perform the function of performance audit. The functions of the Audit Committee must take into account the stipulations of the Planning and Performance Management Regulations.</p>
Review	<p>Performance review, in which a comprehensive evaluation of the municipal performance will be conducted, takes place during the Mid-year Budget and Performance Assessment in January and at the end of each financial year when the annual performance report is prepared.</p> <p>In this process the municipality carefully analyses its performance in order to understand why it has performed well or badly during the period under review. The analysis is intended to draw conclusions from trends in performance over time and in all political and administrative structures of the municipality.</p> <p>A municipality is required to review its key performance indicators annually as part of its performance review process. Additionally, whenever the municipality amends its integrated development plan, it must also review its KPIs and targets affected by such an amendment.</p> <p>The annual review is informed by the results of the community satisfaction survey and reports, which are audited by the Audit Committee and measures that were taken during the year to improve performance.</p> <p>The annual review process informs the annual report that must be submitted to the Office of the Auditor General and informs the planning stage of the following cycle.</p> <p>The results of the review process will be used to develop corrective measures to improve performance and inform the subsequent stages of planning.</p>

**Reporting lines
and frequency
of reporting**

Heads of Departments report to the Municipal Manager on a monthly basis at the end of each month. The reports must reflect whether targets are met. Reasons for under performance must be clearly spelt out, as well as measures to address under performance. The reports are made available to the internal audit unit, which make comments and report to the Municipal Manager.

The Municipal Manager submits monthly budget statements to the Executive Mayor and the relevant provincial treasury.

The Audit Committee receives quarterly reports from the internal audit unit through the Municipal Manager. The Audit Committee in turn submits its recommendations to Council on a quarterly basis. Council Committees discuss these reports and make recommendations to the Executive Mayor.

Council receives performance reports from the Executive Mayor at the end of every quarter. The reports should be accompanied by the report of the Audit Committee.

Council reports twice per annum to the community through mechanisms determined by it through its community participation and communication policies.

Council also reports annually to the Office of the Auditor General and the MEC responsible for local government in the province. The MEC consolidates all municipal annual reports in the province and reports to the Minister responsible for Provincial Local Government.

**Employees
Performance
Appraisal
System**

The municipal Manager enters into a Performance Agreement with the Executive Mayor, while the rest of the section 57 employees enters into the agreement with the municipal manager. The Performance Agreements are based on the municipality's Corporate Strategy and the Service Delivery and Budget Implementation Plan. Unit Managers may also enter into Performance Agreements with their respective HoDs.

A performance appraisal system of HoDs and Unit Managers must be outlined in the agreement and must provide for quarterly and annual performance appraisal. An appraisal system that covers the rest of other employees should also be developed.

The municipality must establish conditions for the participation of all stakeholders as legislated in the Municipal Systems Act of 2000 and the Municipal Planning and Performance Management Regulations of 2001.

**Roles of
stakeholders**

The roles of the various stakeholders are captured by the table on the following pages:

ROLES AND RESPONSIBILITIES OF STAKEHOLDERS IN THE OPERATION AND MANAGEMENT OF THE PERFORMANCE MANAGEMENT SYSTEM

1. Municipal Council's political oversight roles and responsibilities

Planning		Monitoring		Performance Audit
	Review	Reporting		
<ol style="list-style-type: none"> 1. Adopts priorities and objectives of the Integrated Development Plan. 2. Adopts the PMS framework. 3. Adopts the municipal corporate strategy that includes key performance indicators and performance targets. 4. Assigns the responsibility for the management of the PMS to the Executive Mayor. 	<ol style="list-style-type: none"> 1. Approves the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Approves the annual improvement measures of the municipality as part of the new municipal corporate strategy. 3. Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 4. Receives the mid-term budget and Implementation Assessment Review Report 	<ol style="list-style-type: none"> 1. Receives externally audited performance reports from the Executive Mayor twice a year. 2. Reports the municipality performance to the community twice a year. 3. Approves recommendations for the improvement of the performance management system. 4. Annually receives performance appraisal report of the Municipal Manager and other section 57 Managers. 5. Considers the annual performance report. 	<ol style="list-style-type: none"> 1. Approves the municipal annual audit plan and any substantial changes to it. 2. Receive performance reports directly from the Audit Committee. 3. Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or and improvement of the performance management system itself. 4. Receives performance audit report from the Auditor General and approves implementation of its recommendations. 	

2. Roles and responsibilities of the Executive Mayor

Planning		Monitoring		Performance Audit
Planning	Review	Reporting	Performance Audit	
<ol style="list-style-type: none"> 1. Submits priorities and objectives of the Integrated Development Plan to Council for approval. 2. Submits the PMS framework for approval. 3. Submits the municipal corporate strategy that includes key performance indicators and performance targets for approval. 4. Approves the Service Delivery and Budget Implementation Plan. 5. Enter into a performance agreement with the Municipal manager on behalf of Council. 6. Assigns the responsibility for the management of the PMS to the Municipal Manager. 7. Tables the IDP and Budget Process plan 10 months before the start of the next financial year 8. Tables draft IDP, Corporate Strategy and budget in council 9. Tables IDP, Corporate Strategy and Budget in council 	<ol style="list-style-type: none"> 1. Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Proposes the annual performance improvement measures of the municipality as part of the new municipal corporate strategy. 3. Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 4. Quarterly evaluates the performance of the municipality against adopted KPIs and targets. 5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality. 6. Quarterly and annually evaluates the performance of the Municipal Manager. 7. Quarterly and Annually appraise the performance of the Municipal Manager 	<ol style="list-style-type: none"> 1. Receives performance reports quarterly from the internal auditor. 2. Receives performance reports twice a year from the Audit Committee. 3. Receives quarterly reports from the Municipal Manager on the performance of Directors and the rest of the staff. 4. Reports to Council on the performance of the municipality twice a year. 5. Reports to Council on the recommendations for the improvement of the performance management system. 6. Annually reports on the performance of the Municipal Manager and other section 57 employees. 7. Tables draft annual report in council with seven months after the start of the financial year 	<ol style="list-style-type: none"> 1. Submits the municipal annual audit plan and any substantial changes to it to Council for approval. 2. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 3. Receives performance audit report from the Auditor General and makes recommendations to Council. 	

3. Roles and responsibilities of the Municipal Manager

Planning		Implementation		Monitoring		Performance Audit
				Reporting		
1. Coordinates the process of needs identification and prioritization among all stakeholders, including community structures.	1. Manages the overall implementation of the IDP.	1. Formulates the annual review programme of the IDP, including the review of key performance indicators and performance targets for consideration by Council Committees and the Executive Mayor.	1. Receives performance reports quarterly from the internal auditor.	1. Formulates the municipal annual audit plan.	1. Formulates the municipal annual audit plan.	1. Formulates the municipal annual audit plan.
2. Coordinates the formulation and revision of the PMS framework.	2. Ensures that all role players implement the provisions of the PMS framework.	2. Formulates the annual performance improvement measures of the municipality as part of the new municipal corporate strategy.	2. Receives performance reports twice a year from the Performance Audit Committee.	2. Formulates a response to the recommendations of the internal auditor and the Audit Committee.	2. Formulates a response to the recommendations of the internal auditor and the Audit Committee.	2. Formulates a response to the recommendations of the internal auditor and the Audit Committee.
3. Coordinates the formulation and revision of the municipal corporate strategy that includes key performance indicators and performance targets.	3. Ensures that the departmental annual programmes serve the corporate strategy of the municipality.	3. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.	3. Receives monthly departmental performance reports.	3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Executive Mayor	3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Executive Mayor	3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Executive Mayor
4. Enters into a performance agreement with section 57 employees on behalf of Council.	4. Ensures that annual programmes are implemented according to the targets and timeframes agreed to.	4. Quarterly and annually evaluates the performance of section 57 employees.	4. Reports once in two months to council committees and the Executive Mayor on the performance of Departments.	4. Reports on the implementation of improvement measures adopted by Executive Mayor and Council.	4. Reports on the implementation of improvement measures adopted by Executive Mayor and Council.	4. Reports on the implementation of improvement measures adopted by Executive Mayor and Council.
5. Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans.	5. Implements performance improvement measures approved by the Executive Mayor and Council.	5. Quarterly and annually appraise the performance of the section 57 employees.	5. Reports on the performance of section 57 employees.	5. Submit the annual report to the Executive Mayor	5. Submit the annual report to the Executive Mayor	5. Submit the annual report to the Executive Mayor
	6. Ensures that performance objectives in the section 57 employee performance agreements are achieved.	6. Prepares the mid-year budget and performance assessment report	6. Prepares the mid-year budget and performance assessment report	6. Publish the annual performance report	6. Publish the annual performance report	6. Publish the annual performance report

4. Roles and responsibilities of Mayoral Committees

Planning			
Review		Monitoring	
Review		Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Advise Executive Mayor on priorities and objectives of the Integrated Development Plan. 2. Deliberates and advice on the municipal strategic scorecard that includes key performance indicators and performance targets. 3. Deliberate and advice Executive Mayor on the formulation of IDP Priorities and Service Delivery and Budget Implementation Plan. 4. Ensures that concerns of community structures are taken into account in the IDP and Corporate Strategy. 	<ol style="list-style-type: none"> 1. Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Participate in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal corporate strategy. 3. Quarterly evaluates the performance of their portfolios against adopted KPIs and targets. 4. Quarterly reviews the performance of their portfolios to improve the economy, efficiency and effectiveness of the municipality. 	<ol style="list-style-type: none"> 1. Receives performance reports from the Audit Committee and makes recommendations to the Executive Mayor. 2. Receives quarterly reports from section 57 employees responsible for their portfolios via the municipal manager before they are tabled at the Mayoral Committee and Council. 3. Reports to the Executive Mayor on the recommendations for the improvement of the performance management system. 	<ol style="list-style-type: none"> 1. Participate in the formulation of the annual audit plan. 2. Advises Executive Mayor on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance of the municipality and improvement of the performance management system itself. 3. Advises the Executive Mayor on the recommendations of the external auditor

5. Roles and responsibilities of Section 57 Employees

Planning		Implementation		Review	Monitoring Reporting	Performance Audit
1. Participate in the IDP process to familiarise themselves with stakeholder needs and to provide sectoral advice.		1. Manages the implementation of the Departmental programme.		1. Participates in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of the Mayoral Committees and the Executive Mayor.	1. Submit monthly departmental performance reports to the municipal manager. 2. Reports on the implementation of improvement measures adopted by the Mayoral Committee and Council. 3. Quarterly and annually reports on the performance of the department.	1. Participate in the formulation of the response to the recommendations of the internal auditor and the Performance Audit Committee. 2. Participate in the formulation of the response to performance audit report of the Auditor General and makes recommendations to the Municipal Manager
2. Participates in the formulation and revision of the municipal corporate strategy that includes key performance indicators and performance targets.		2. Ensures that annual programmes are implemented according to the targets and timeframes agreed to.		2. Quarterly reviews the performance of the department to improve the economy, efficiency and effectiveness of the municipality.		
3. Develop Service Delivery and budget Implementation Plan.		3. Implements performance improvement measures approved by the Executive Mayor and the Council.		3. Quarterly and annually evaluates the performance of the department.		
4. Manages the development of subordinates' performance measurement system.		4. Manages the implementation of subordinates' performance measurement system.				
5. Enters into a performance agreement with the Municipal Manager.		5. Ensures that performance objectives in the performance agreements are achieved.				

4. Roles and responsibilities of Staff

Kgalagadi District Municipality – PMS Framework

Planning		
Implementation		
Review		
Reporting		
1. Participates in the development of the departmental programme and annual plan.	1. Executes individual work plans.	1. Participates in the review of departmental plans. 2. Participates in the review of own performance.
2. Participates in the development of their own performance measurement.		1. Reports to line manager.

5. Roles and responsibilities of the Internal Audit

Planning		
Monitoring		
Review		
Reporting		
1. Participates in the formulation of the annual audit plan.	1. Measures the performance of departments according to KPIs and performance targets set in the municipal scorecard and departmental scorecards. 2. Assess the functionality of the PMS. 3. Ensures that the system complies with the Act. 4. Audit the performance measures in the municipal scorecard and departmental programme.	1. Submit quarterly reports to the Municipal Manager. 2. Submit quarterly reports to the Performance Audit Committee.

6. Roles and responsibilities of the Audit Committee

Planning		
Monitoring		
Review		
Reporting		
1. Participates in the formulation of the annual audit plan.	1. Review quarterly reports from the internal audit committee.	1. Reports quarterly to the municipal Council.

7. Roles and Responsibilities of the Community

Kgalagadi District Municipality – PMS Framework

Monitoring		
Planning	Review	Reporting
<ol style="list-style-type: none"> 1. Participate in the drafting and implementation of the municipality's IDP and corporate strategy through established forums 2. Participates in the setting of KPIs and targets for the municipality every year 3. Make representations on the draft annual budget 	<ol style="list-style-type: none"> 1. Participate in the annual review of performance through their involvement in the Oversight Committee public hearings. 	<ol style="list-style-type: none"> 1. Receives mid-term review report 2. Receive annual performance and budget reports from council

Integrating the IDP, Performance Management and the Budget.

Components

There are several components to the integration of IDP priorities, objectives, performance management and the budget.

Vision

Council determines the vision of the municipality, the ultimate outcome desired from all its strategic efforts.

IDP Priorities and objectives

IDP priorities and objectives are also determined by council. These are based on community needs, and constitutional mandate of local government, the powers and functions of the municipality and the General KPIs.

Balanced Score Card

The balanced score card approach is used to link the municipalities mission and vision with its objectives. These are further cascaded down through the SDBIP. The latter informs the budget process of the municipality.

With an emphasis on "balanced", the scorecard uses four perspectives to answer critical service delivery questions. This provides the balance that successful organisations seek in measuring performance.

Perspective	Definition	Leading Question
Customer	The municipality must focus on how to meet services required by community	Is the organization delivering the services communities or its customers want?
Financial	The municipality must focus on how to meet service needs in an efficient manner.	Is the service delivered at a good price?
Internal Business	The municipality needs to focus on those critical operations that enable them to satisfy citizens.	Can the organisation improve upon a service by changing the way a service is delivered?
Innovation, Learning and Growth	The organization's ability to improve and meet citizen demands ties directly to the employees' ability to meet those demands	Is the organisation maintaining technology and employee training for continuous improvement?

IDP Objectives

Based on IDP priorities, the municipality chooses objectives for its corporate strategy. Each objective is broadly defined so that it provides the context in which it is to be achieved. The relationship between IDP priorities, the four balanced perspectives constitute the blueprint for every department, service provider and individual employee activity.

Measures and Targets

There are a set of strategic measures and targets for each objective of the IDP.

**IDP Priority
balanced
scorecard**

Organisational strategy

The strategic planning process begins with an examination of the municipality's vision, mandate, IDP priorities and objectives. It ends with a plan that translates these concepts into actions that align organisational philosophy.

Strategy is an integral component part of the overall management philosophy and the development of a strategic plan. It translates mission into actions and action into outcomes.

Developing an organisational strategy means making choices and decisions. Defining strategy means addressing needs that will help achieve the desired future for communities and the organisation. To this end the municipality adopts IDP priorities and objectives.

The priorities are stable over the term of office of the Council and objectives and initiatives that the organisation undertakes to respond to each of the priorities change with each annual IDP review to respond to new challenges and demands.

The municipality also develops municipal initiatives, programmes or projects under the objective, Measures and targets, and concludes with the summary of the budget for the priority.

Each department contributes to the Service Delivery and Budget Implementation Plan that clearly shows its contribution to the corporate strategy.

If necessary, division or unit annual plan can also be developed and individual work plans can be developed directly from the Service delivery and Budget Implementation Plan.

**Service Delivery
and Budget
Implementation
Plan**

**Division Annual
Plan and
individual work
plans**

HRCs REPORT

2.1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

ISSUE 10:

Sustainable development orientated Municipalities:

All Municipalities in the district needs to be fully capacitated to ensure institutional excellence

IDP Goal/Objective	Key Performance Indicator	Base-line	2009/10	Key Performance Target	Remarks
To attract and retain staff	To recruit and select staff within 3 months according to vacancy	3 months recruiting time	3 months	Partially	<p>Critical positions identified at levels below post level 3 were filled. Senior positions could not be filled. Council only finalized appointments in July 2010.</p> <p>2 employees were appointed in positions below level 3. In Addition, the recruitment and selection process of the Municipal Manager, Manager Internal Audit, Manager Community Development Services, and three assistant managers (Disaster</p>

IDP Goal/Objective	Key Performance Indicator	Base-line	2009/10	Key Performance Target	Remarks
	To manage personnel turnover to be less than 5% per annum	100% of prioritised vacancies	100%	Partially	Management, Human Resources and Local Economic Development) were concluded. Unfortunately Council only approved appointment in July 2010.
					Critical positions identified at levels below post level 3 were filled. Senior positions could not be filled. Council only finalized appointments in July 2010.
					2 employees were appointed in positions below level 3. In Addition, the recruitment and selection process of the Municipal Manager, Manager Internal Audit, Manager Community Development Services, and three assistant managers (Disaster Management, Human Resources and Local Economic Development) were concluded. Unfortunately Council only approved appointment in July 2010.
		5%	5%	Yes	5 Employees retired, 1 resigned, 2 passed away.

IDP Goal/Objective		Key Performance Indicator		Base-line		2009/10		Key Performance Target Achieved		Remarks
To review & implement the Employment Equity Plan	Reviewed EEP Annually	1		1		1		No		The review of the Employment Equity Plan takes place every two years. In addition the Turn Around Strategy moved the target date to October 2011
	Reports to Dept. of Labour	1		1		1		No		
	To train and develop employees and councillors	1		1		1		Yes		
To train and develop employees and councillors	Number of employees and councillors trained in accordance with the WSDP	15		20		20		Yes		93 training opportunities were created either through in service training (short courses) or formal studies at tertiary institutions. One employee obtained a doctorate.
	Number of Individual Learning Plan	95 employees		95		95		Yes		125 was actually submitted
	All grievances and disciplinary actions handled within prescribed timeframe	Grievances: 35 working days		35 working days		35 working days		??		
To maintaining sound labour relations	Disciplinary: 25 working days	Disciplinary: 25 working days		2 months after receipt of the case		2 months after receipt of the case		??		
	Number of Local Labour Forum / Training Committee Meeting	4		4		4		??		